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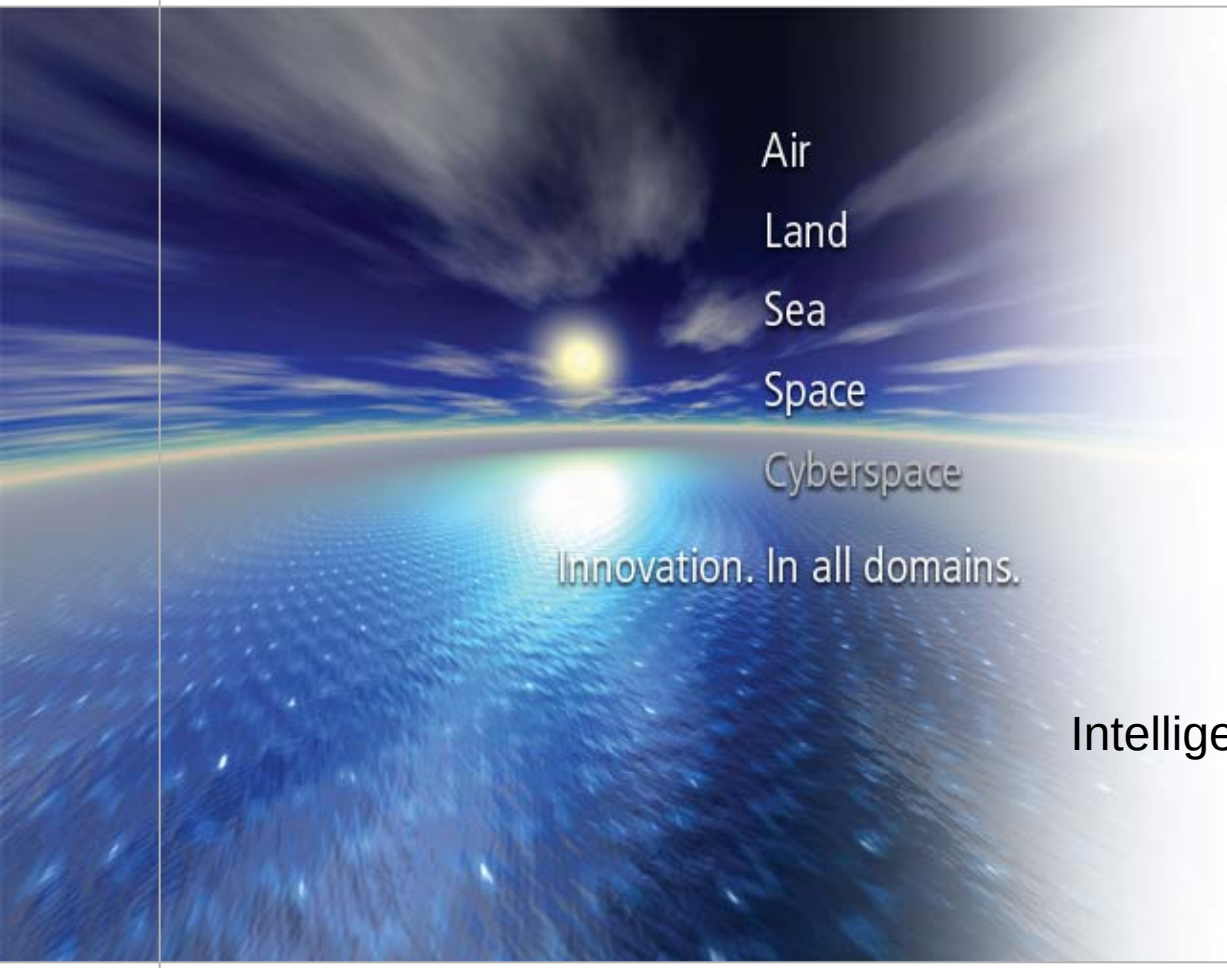

Improving Process Institutionalization Through Process Training

Ellen Chilikas
Intelligence and Information Systems
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Agenda

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Process Training Initiative Background

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- Enterprise Process Effectiveness (EPE) kicked off the Process Training initiative in April 2008 with all functions to address improvements to process training
  - Both **assessments and process deployment workshops** indicated that many employees **did not have a complete understanding of what the Common Process Architecture was**, **could not quickly find the procedures** that governed their activities, and as a result, **were not always following their processes**
  - Guidance on the **level of process training needed for different roles** was inadequate
  - We didn't have readily available **Objective Evidence** to support much of the training that was being done

We needed to improve our process training approach, and better implement process training across the organization.

Process Training Initiative Executive Summary

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- The Enterprise Process Effectiveness organization kicked off an initiative in the spring of 2008 to further **improve process institutionalization** through the **creation and deployment of a common architecture for performing process training** across all programs and functions in IIS (9000 employees).
- A **cross functional team** developed the following:
  - A **mandatory training** package describing the **Common Process Architecture (CPA)** and how it affects all employees.
  - A **Process Training Architecture template** to document each functional area's specific implementation of role-based process training
  - A **Process Training Guidance document** that describes the IIS approach to process training
- **18 functions** deployed both **'Awareness-level' (Overview) training** and **'User-level' (Detailed) training** for **all policies and procedures**
- **Over 125 web-based training modules** were created and deployed along with other hands-on learning activities. **Module lengths are generally under 30 minutes** - many are even shorter
- Training commenced in the fall of 2008 and will be completed in 2009
- **Functional areas responsible for funding process training**

Process Training Initiative Project Participants

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- Business Continuity
- Business Development
- Business Processes
- Communications
- Contracts
- Engineering
- Environmental Health and Safety
- Facilities
- Finance
- General Management
- Human Resources
- Information Technology
- Mission Assurance
- Organizational Training
- Program Management
- R6Sigma™
- Supply Chain Management
- Security

Lesson Broad participation ensured buy-in and a common solution – however, large team was hard to manage – several F2F meetings helped team gel ***Learned***

Process Training Initiative
Common Mandatory Training

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- Created a **20 minute professionally narrated Powerpoint-based close-captioned video** containing:
  - **Overview and benefit of the CPA**
  - How **processes are tailored** to programs
  - **Process Assets Library** (**PAL**) **Overview** discussing **Lessons Learned and Best Practices**
  - Reviewed **12 policies and procedures at an 'Awareness-level'** from multiple functions that **apply to all employees**
  - Provided **screenshots to show how to access the CPA**
  - Reviewed **CPA Functionality**

Lesson Professional production and narration were worth every dollar– they added credibility to the training ***Learned***

Process Training Initiative
Process Training Architectures

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- **Architectures** are CM-controlled and kept in an shared folder
- **Functions populated the architecture template** to define process training requirements for their employees
  - Employees are grouped in categories; **training defined by category**
  - Training can be taken at two levels:
    - **Awareness level: high level overview + where to find more information**
    - **User level: more thorough understanding of process**
  - **Training must be provided for all policies and procedures**
  - **Stakeholder training -** If a **function is a stakeholder in another function's process**, they need **at least Awareness training** in that process
    - Our Process Integration Matrix (PIM) shows ~150 processes with stakeholders!

Lesson Using Process Training Architecture Template ensures consistency and completeness ***Learned***

Lesson Two levels of training – Awareness & User – allows for both high level and in-depth training modules ***Learned***

Lesson Stakeholder training improves understanding of other function's processes ***Learned***

Process Training Initiative
Sample Process Training Architecture

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Process Identification				Employee Categories				Training Method		
Document Type POL: Policy PRC: Procedure WI: Work Instruction FM: Form			**Training Type** A: Awareness U: User					A: All Hands B: Brown Bag C: Classroom M: Mentoring O: On the Job Trng W: Web Based		
Type	**Document Number**	**Document Title**	**Course Number** (Courses Numbers Highlighted in same color satisfy mulitple requirements)	**IIS Learning Director/ Managr**	**IIS Learning Champion (POC)**	**IIS Learning Site Lead**	**IIS Learning Coordinator (TC)**	**Method**	**Refresher Training** (Interval in Months)	**Expert**
Functional Training										
POL	IIS-HR-1000	IIS Learning Policy	A:IISAOTTR01	U	A	U	A	O	24	D. Riddle
			U: IISUOTTR02					W	24	
POL	IIS-HR-1001	IIS Education Assistance	A:IISAOTTR01	A	U	U		O	24	K. LyBrand
			U: IISUOTTR02					W	24	
PRC	HR-1003	IIS Strategic & Tactical Learning Planning	A:IISAOTTR01	A	U	U		O	24	E. Wade
			U: IISUOTTR02					W	24	
PRC	HR-1002	IIS Learning Execution Procedure	A:IISAOTTR01	A	U	U	U	O	24	D. Riddle
			U: IISUOTTR02					W	24	
PRC	HR-1008	Competency Models	A:IISAOTTR01	A	A	U		O	24	D. Riddle
			U: IISUOTTR02					W	24	

Lesson Course code naming conventions show training level A(Awareness)/U(User) and Function designator ***Learned***

Process Training Initiative Training Modules

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Web-Based Training

- **Basic - Powerpoint slide decks invoked through Learning Management System (LMS)**
  - Employee pages through presentation and gets credit
- **Enhanced - training with Camtasia using either Powerpoint or Visio**
  - Narrated vignette is launched
  - Talks through the process

LMS version of "OJT"

- **Basic** – Enroll via LMS, Read Documents, Click Completion Button, Supervisor Approves training
- **Enhanced – Adds Quiz**
  - When the completion button is clicked, quiz is sent to employee, once quiz is passed, completion credit given

Lesson Training is available from both the CPA and LMS (if accessed from the CPA, user is redirected to the LMS). Launching training through LMS ensures OE ***Learned***

Lesson Narrated training is fast and effective – however, there is a learning curve associated with Camtasia ***Learned***

Lesson Adding quizzes to "OJT" increases effectiveness - however, it takes more resources to manage ***Learned***

Questions

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IIS Process Training Effectiveness Contact Information

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- For future questions, the presenter contact information is:
  - Name: Ellen Chilikas
  - Email: elchilikas@raytheon.com
  - Phone number: 720.858.5347

IIS Process Training Initiative
Presenter Biography

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- Ellen has worked for Raytheon for 25 years. She is currently supporting the IIS Enterprise Process Effectiveness team as the Improvement Initiatives lead.
- Ellen has supported all facets of the development lifecycle during her career with Raytheon and is a certified R6Sigma Expert and Integrated Product Team lead.
- Ellen's undergraduate degree is in Mathematics/Computer Science from the University of Colorado Boulder. She also has an MS degree is Organizational Management from the University of Colorado Denver.